

ORISIS NOTES

"Decisions" by default: in dark (McElroy, Gates)

(Budget; roles) (stepping)

Role of computers, game theory
gaming, decision theory
systems analysis

Role in description, concepts, terms; in

contrast to real world, description of what
reality is not.

Complexity

Uncertainty

Futurity

Multiple Goals

Conflict of Goals, Opinions

 Characteristics of SA; limitations

Effects of using it (influence of analysts: why kids
limitations of background, youth
" " economics

Use in: R+D, budgeting, procurement, planning, declaratory policy,
alliance policy + strategy, org, crisis operations

History: WWII

Problems of data: Aronson, Blackett (Op. Anal. vs. SA)

SA, as a partial influence on Decision
(Controversy, how "politics" still assumed)

Role of "rationality" = in every

(assumption of coherence;
of known goals;
of likeness to
"our image: not
our reality";
adaptiveness
freedom, info

in analysis

(a goal, not an 'assumption')

Disincentives to : planning, analysis, etc. Costs, risks.

But: alternatives? None!

Simplicity. Qualitative - leading to small set of
categories, distinctions: (Samuelson; Foundations)

Dichotomies: 1st strike weapons vs. 2d strike

authority
intuition
dogma
bargain

Deterrence - undeterred
Vulnerable - invulnerable
CW - GW
Victory - Defeat

Simple strategies: Spasm,

Single variable models: Arms race (budget;
inventory;
tension)

Effects of "disarmament"
me vs.

Unwillingness to face complexity of choices: Bombing

SA & SA

"New" strategy: "Controlled response"

Conventional arms

C + C

Second strike

Organization

McN style, demands for:

analysis
evidential
alternatives

rec. of uncertainty
multiple contingencies
" goals

But: skepticism of intuition
(of experiential effort)

self confident of opinion
not differential to opinion, status
ready to change
Age of youth

explicitness
costs

(not for good theory,
statistics, any 'theory',
cybernetics, ... computers
HK)

some sympathy for gaming,
quantitative analysis, (math. models?)
econ. analysis

Effects of asking "Why?"

Real antagonism

1) Balance of power

- a) embarrassment
- b) specific issues
- c) "fast train": decisions to McN
(Chance for JCS to answer in time; disagreement; discrediting quality; lowered expertise, authority, with more efficiencies;
- d) info to McN
- e) preoccupation of JCS/Services with answering; hence, McN knows what they were doing, not thinkable.

2) Change : org, budget, posture, plans, strict (no. incentives)

3) Change of Service power: ^{Command, Staff} USAF, SAC drop

(Because of content of policy, not process; but associated).

4) Hatred

5) Lower role of Congress; → respect, anger.

6) Effects of having info and reasons ^{McN}

["Strategic" point of view:

2) Focus on actor as choosing; as having responsibility;
as causing, manipulating, making a difference;
while not merely passively responding in
determinate fashion to external stimuli: ^{not} "a
machine, a transponder"; having freedom, alternatives
(set of patterns of behavior, ^{selection} "not determined" externally)

b) Interpretation of choice as purposive, goal-seeking

c) Often: ^{assumption:} 1) Goals fixed, at some (high) level.

(rather than as evolving, e.g. through conditioning,
learning, identification, empathy, love, influence)

of alternatives 2) Alternatives defined explicitly

3) assumption of conflict

expectation + acceptance of continuance of conflict

4) interpretation of opponent as goal-seeking,
often with fixed goals.

Kitch: Strategy is the spending of defense budgets to achieve national objectives.

McN ~~the~~ Revolution: budgeting, budget, org, plans, planning,

Rapaport, Blackett, Kiss, Newman, Boulding: a revolution involving its young? (AOW, Kahn, Schelling: Why kids.

Why? Speed of answers; breadth; (no time to rely on Services, no ability to answer themselves); 7-day week;

Addressed to: JCS, not Services

Rationale for buildup of Joint Staff

(Separate, informal sources of info)

Need to give reasons: before Congress, public.
Service position weakened

Engine for 1) establishing authority

2) change: doctrine, process, org.

3)